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**THE IMPACT OF HALAL CERTIFICATION COMPLIANCE ON
ORGANIZATIONAL PERFORMANCE IN SME HALAL FOOD
COMPANY: THE ROLE OF RELIGIOSITY AS MODERATING
VARIABLE**



SITTI AMINAH BINTI BAHARUDDIN

UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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COMPANY: THE ROLE OF RELIGIOSITY AS MODERATING
VARIABLE**

By

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UUM
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**Thesis submitted to
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Kolej Perniagaan
(College of Business)
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Abstract

The halal industry contributes to economic growth through an increased demand for halal products that are certified halal. This is due to the confidence given by the halal certification to consumers. In Malaysia, halal certification is seen as a marketing method for food producers. However, there is still a certain level of failure in the industry in maintaining halal certification due to the issue of non-compliance notices. More than 9 cases were reported due to non-compliance notices on halal certification involving Small and Medium Enterprises (SMEs). In Malaysia halal certification is optional, and it is up to the top management to decide whether to implement the certification. Meanwhile, religion is one of the factors that influence the decision in maintaining halal certification standards. In this study, the researchers examined the impact of halal certification compliance on organizational performance, and religion as a moderation variable. Data were collected using survey methods through the distribution of structured questionnaires to SME halal food producers in Malaysia. In this study, Partial Least Square (PLS) was used to test the model. The results of the study show that compliance with halal certification affects the performance of the organization while religious factors, as a moderation variable, do not moderate the relationship. The results of this study also found remarkable findings where halal certification applicants take advantage of this opportunity to thrive in the halal market. The main limitation of this study was the small number of respondents. Future research should broaden the scope of this study by expanding it to other sectors such as the cosmetics and pharmaceutical industries, to enhance the generalization of research results.

Keywords: Halal certification, compliance, religiosity, organizational performance, Malaysia.

Abstrak

Industri halal menyumbang kepada pertumbuhan ekonomi melalui peningkatan permintaan terhadap produk halal yang mendapat pensijilan halal. Hal ini disebabkan oleh keyakinan yang diberikan oleh pensijilan halal kepada pengguna. Di Malaysia, pensijilan halal dilihat sebagai satu kaedah pemasaran bagi pengeluar makanan. Namun begitu, masih terdapat tahap kegagalan tertentu dalam industri bagi mengekalkan pensijilan halal disebabkan oleh isu notis ketidakpatuhan. Dilaporkan terdapat lebih daripada 9 kes yang disebabkan oleh notis ketidakpatuhan terhadap perakuan halal yang melibatkan Perusahaan Kecil dan Sederhana (IKS). Di Malaysia, pensijilan halal adalah pilihan dan bergantung kepada pihak pengurusan tertinggi untuk memutuskan sama ada perlu melaksanakan pensijilan atau sebaliknya. Sementara itu, keagamaan adalah antara faktor yang mempengaruhi keputusan dalam mengekalkan standard pensijilan halal. Dalam kajian ini, penyelidik mengkaji kesan pematuhan pensijilan halal terhadap prestasi organisasi, dan keagamaan sebagai pemboleh ubah penyederhanaan. Data dikumpulkan menggunakan kaedah tinjauan melalui edaran soal selidik berstruktur kepada pengeluar makanan halal IKS di Malaysia. Dalam kajian ini, Kuasa dua terkecil separa (PLS) digunakan untuk menguji model. Keputusan kajian menunjukkan bahawa pematuhan terhadap pensijilan halal memberi kesan ke atas prestasi organisasi, manakala faktor keagamaan sebagai pemboleh ubah penyederhanaan tidak menyederhanakan hubungan tersebut. Hasil kajian ini juga menemukan dapatan yang menarik apabila mendapati pemohon pensijilan halal memanfaatkan peluang ini untuk berkembang maju dalam pasaran halal. Batasan utama yang terdapat dalam penyelidikan ini adalah bilangan responden yang sedikit. Penyelidikan masa depan harus memperbesar ruang lingkup kajian dengan memperluaskan kajian ke sektor lain seperti industri kosmetik dan industri farmaseutikal untuk meningkatkan generalisasi hasil penyelidikan.

Kata kunci: Pensijilan halal, kepatuhan, keagamaan, prestasi organisasi, Malaysia

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List of Abbreviations

List	Full Name
AVE	Average Variance Extracted
CAGR	Cumulative Annual Growth Rate
CA	Cronbach Alpha
CEO	Chief Operating Office
COA	Certification of Analysis
CMV	Common Method Variance
CR	Consistency Reliability
EVA	Economic Value Added
GDP	Global
GNP	Good Hygenic Practices
HACCP	Hazard Analysis Critical Control Point
HCP	Halal Certification Procedure
HAS	Halal Assurance System
HDC	Halal Development Centre
IBS	Islamic Bussiness School
IDB	Islamic Development Bank
IDPA	Islamic Da'Wah Council of the Philippines
INFANCA	Islamic Food and Nutrition Council of America
IHC	Internal Halal Committee
ISO	International Standard
JAIN	State Religious Authority
JAKIM	Department of Islamic Development Malaysia
MARA	Majlis Amanah Rakyat
MATRADE	Malaysian External Trade Development Corporation
MIDA	Malaysian Investment Development Authority
MIHAS	The International Halal Exhibition Malaysia
MITI	Ministry of International Trade and Industry
MOS TI	Ministry of Science, Technology, and Innovation
MNC	Malaysian
MS	Malaysian Standard
MUI	Majelis Ugama Islam Indonesi
MYR	Malaysian Ringgit
NASDAQ	National Association of Securities Dealer Automated Quotation
OIC	Organization Islamic Country

PLS	Partial Least Square
RBV	Resource-Based View
ROA	Return of Asset
ROI	Return of Investment
SEM	Structural Equation Model
SICHMA	Supreme Islamic Council of Halal Meat in Australia
SME	Small Medium Enterprise
SMEBANK	Small Medium Enterprise Bank
SOP	Standard Operating Procedures
SPHM	Statistic Malaysian Halal Certification
TY2	Typhoid
UAE	United Arab Emirates
UK	United Kingdom
USD	United States Dollar
UUM	Universiti Utara Malaysia
WHF	World Halal Forum
WHFC	World Halal Food Council



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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

The halal industry plays an essential role in economic growth, as halal has become popular, and the demand for halal products is increasing. The sector contributes at least 5 to 6.8 percent to the Cumulative Annual Growth Rate (CAGR) (Pew Research, 2017). The global halal market size is now worth around USD 9.71 trillion by 2025. Indonesia, Malaysia, India, Pakistan, Nigeria, and Iran are expected to boost the global halal product market, as they are leading for the economic development of Islamic countries (Thomson Reuters, 2019).

The halal industry is driven by the Muslim population in the world, and the demand for halal products is increasing by 2030. The Muslim population worldwide in 2012 has amounted to 2.1 billion and forecasted to grow to 27 percent by 2030 global population (Pew Research, 2017; NASDAQ, 2016). Besides that, deeper penetration of halal products and services is due to the rapid growth of global Muslim populations (New Street Times, 2011). In accordance with the Pew Research Centre (2015), it has been enumerated that 1.8 billion Muslims consumers are consuming halal products globally.

Despite Muslim consumers, these halal products are also consumed by non-Muslim consumers due to their advantage in terms of higher levels of hygiene, as well as

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Appendix A

QUESTIONNAIRE



**Pusat Pengajian Pengurusan
Teknologi dan Logistik**

SCHOOL OF TECHNOLOGY MANAGEMENT AND LOGISTICS

Universiti Utara Malaysia

A SURVEY ON HALAL CERTIFICATION ROLES TOWARDS ORGANIZATIONAL PERFORMANCE

Assalamualaikum and Best Wishes Dato'/Datin/Dr/Mr/Mrs/Miss,

I would like to inform you that your company has been chosen as one of the respondents for the above mentioned academic research. This survey focuses on the role of halal certification towards organization performance in Malaysia.

Your willingness to cooperate in this survey will provide valuable information to understand the nature of halal certification status. Your answers are very important and significant to the accuracy of the information pertaining to this survey. We guarantee that your respond will be used for the academic purpose, and will not be disclosed for any other reasons.

We pledge you to spend a little time (approx.15 minutes) to answer the questionnaire. Please return the completed questionnaire using the self-addressed envelope enclosed at your earliest possible and convenience time.

Thank you for your cooperation.

Warm Regards,
Sitti Aminah Baharuddin,
Postgraduate Researcher,
School of Technology Management and Logistics,
Universiti Utara Malaysia,
06010, Sintok
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Tel No: 0138530847
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**Pusat Pengajian Pengurusan
Teknologi dan Logistik**

SCHOOL OF TECHNOLOGY MANAGEMENT AND LOGISTICS

Universiti Utara Malaysia

KAJIAN PERANAN PERSIJILAN HALAL TERHADAP PRESTASI ORGANISASI

Assalamualaikum and Best Wishes Dato'/Datin/Dr/Mr/Mrs/Miss,

Saya ingin memaklumkan kepada anda bahawa syarikat anda telah dipilih sebagai salah satu daripada responden untuk penyelidikan akademik yang disebutkan di atas. Kajian ini menumpukan kepada peranan pensijilan halal terhadap prestasi organisasi di Malaysia.

Kesediaan anda untuk bekerjasama dalam kaji selidik ini akan memberikan maklumat yang berharga untuk memahami peranan pensijilan halal dan kesannya terhadap prestasi organisasi. Ketepatan maklumat dan jawapan anda adalah sangat penting bagi soal selidik ini. Kami menjamin bahawa respons anda akan digunakan untuk tujuan akademik sahaja, dan tidak akan didedahkan kepada mana-mana pihak lain.

Kajian ini akan mengambil masa (lebih kurang 15 minit) untuk menjawab soal selidik. Silakan kembalikan soal selidik yang lengkap dengan menggunakan sampul surat beralamat sendiri yang telah disediakan.

Terima Kasih atas kerjasama anda.

Yang Benar,
Sitti Aminah Baharuddin,
Penyelidik Pasca Siswazah,
Sekolah Pengurusan Teknologi dan Logistik (STML)
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THE QUESTIONNIRE HAS FIVE (5) SECTION. PLEASE ANSWER ALL QUESTION
KAJI SELIDIK INI MENGANDUNGI LIMA (5) SEKSYEN. SILA JAWAB SEMUA SOALAN

SECTION A : ORGANIZATIONAL PERFORMANCE
SEKSYEN A: PRESTASI ORGANISASI

The following questions are designed to measure the impact of halal certification implementation in your organization. Please (/) the answer that indicates your organization performance.

Soalan-soalan berikut dibuat untuk mengukur kesan pelaksanaan pensijilan halal dalam organisasi anda. Sila bulatkan jawapan yang menunjukkan prestasi organisasi anda.

1	2	3	4	5
Sangat Tidak Setuju / Strongly Disagree	Tidak Setuju/ Disagree	Neutral/ Neutral	Setuju/ Agree	Sangat Setuju/ Strongly Agree

With the halal certification implementation in your company, what are the input on your organization performance?

Dengan perlaksanaan pensijilan halal di syarikat anda, apakah input kepada prestasi organisasi anda?

No	Statement / Kenyataan	1	2	3	4	5
1	Increase company net profit margin Meningkatkan margin keuntungan bersih					
2	Increase Company Sales Growth Meningkatkan jualan syarikat					
3	Increased price of halal food product Meningkatkan harga produk makanan halal					
4	Increase cash flow Meningkatkan aliran tunai					
5	Increase customers loyalty Meningkatkan kesetiaan pelanggan					
6	Reducing production and management cost Mengurangkan kos pengeluaran dan kos pengurusan					
7	Reducing repeated waste Mengurangkan pembaziran berulang					

8	Improve product quality Memperbaiki kualiti produk					
9	Increase competitive advantage Meningkatkan kelebihan daya saing					
10	Increased access to global markets Meningkatkan capaian ke pasaran global					
11	Increase Productivity Meningkatkan produktiviti					
12	Increase customer satisfaction Meningkatkan kepuasan pelanggan					
13	Increase market share Meningkatkan penguasaan pasaran					

SECTION B: LEVEL OF HALAL CERTIFICATION PRACTICE

SECTION B: TAHAP AMALAN PERSIJILAN HALAL

Please tick (/) your answer according to the following scale based on the halal and toyyiban practices which is conduct in your organization:

Sila tandakan (/) pada jawapan anda mengikut skala berikut berdasarkan praktis halal dan toyyiban dalam organisasi anda:

1	2	3	4	5
Sangat Tidak Setuju/ Strongly Disagree	Tidak Setuju/ Disagree	Neutral/ Neutral	Setuju/ Agree	Strongly Agree/ Sangat Setuju

No	Statement / Kenyataan	1	2	3	4	5
1	We inspect and sort raw material, ingredient and package in our production <i>Kami memeriksa dan menyusun bahan mentah, bahan-bahan dan pembungkusan dalam penghasilan produk</i>					
2	All the devices and processing aids used in processing halal foods are specially designed and develop for user <i>Semua peranti dan peralatan pemprosesan yang digunakan bertujuan untuk memproses makanan halal direka dan dibina khas</i>					

	<i>untuk pengguna</i>					
3	<p>We inspect and sort raw material, ingredient and packaging material before processing</p> <p><i>Kami memeriksa dan menyusun bahan mentah, bahan-bahan dan pembungkusan sebelum proses dijalankan</i></p>					
4	<p>We manage waste effectively</p> <p><i>Pengurusan sisa buangan dilaksanakan dengan sistematik</i></p>					
5	<p>We store harmful chemical substance appropriate and away from halal food</p> <p><i>Kami menyimpan bahan kimia yang berbahaya di tempat yang selamat dan jauh dari makanan halal</i></p>					
6	<p>We prevent contamination of food by foreign matters such as plastic, glass or metal shards from machinery, dust, harmful gas or fumes and unwanted chemicals</p> <p><i>Kami mengelakkan pencemaran terhadap makanan daripada bahan asing seperti plastik, kaca, dan bahan logam dari mesin, debu, gas berbahaya atau asap dan bahan kimia yang tidak diperlukan</i></p>					
7	<p>All finish products is completed with specification of Halal and Thoyyib</p> <p><i>Semua produk akhir telah dilengkapi dengan spesifikasi halal dan Thoyyib</i></p>					
8	<p>We prevent excessive use of permitted food additives</p> <p><i>Kami mengelak daripada menggunakan bahan makanan tambahan</i></p>					
9	<p>The Equipment and utensils in our plant following the halal certification standard</p> <p><i>Peralatan dan perkakasan dapur yang digunakan adalah mengikut standard persijilan halal</i></p>					
10	<p>All the packaging used must be derive from safe substance</p> <p><i>Pembungkusan yang digunakan mestilah berasaskan bahan yang selamat</i></p>					
11	<p>The packaging material shall not be made from any raw materials that are decreed as najs by Shariah Law</p> <p><i>Material pembungkusan semestinya tidak boleh diperbuat daripada</i></p>					

	<i>apa-apa bahan mentah yang diiktiraf najis dalam undang2 syariah</i>					
12	Halal food is not prepared, processed or manufactured using equipment that is contaminated with things that are non-halal <i>Makanan halal tidak disediakan, diproses atau dihasilkan menggunakan peralatan yang mengandungi bahan tidak halal</i>					
13	Our packaging material does not have any toxic effect on the halal food <i>Material pembungkusan makanan kami tidak mengandungi apa-apa jenis bahan toksik yang boleh membahayakan makanan halal</i>					
14	Our packaging design, sign, symbol, logo, name and picture are not be misleading and contravening the principle of Shariah Law <i>Reka bentuk, tanda, simbol, nama, dan gambar di bungkusan tersebut seharusnya tidak mengelirukan dan tidak melanggar prinsip dan undang-undang syariah</i>					
15	Packing process shall be carried out in a clean and hygienic manner and in sound sanitary condition <i>Proses pembungkusan hendaklah dijalankan dalam keadaan bersih dan baik</i>					
16	Labelling material used in direct contact with the product shall be non-hazardous and halal <i>Bahan pelabelan yang digunakan secara terus ke atas produk hendaklah yang tidak berbahaya dan halal</i>					
17	Halal food and halal artificial flavor shall not be named or synonymously named after non halal product that might create confusion <i>Makanan halal dan bahan perasa seharusnya tidak dinamakan sinonim dgn makanan yang tidak halal agar tidak menimbulkan syak wasangka pengguna</i>					
18	Advertising shall not contravene with principle of Shariah law and shall not display indecent element which are against Shariah law <i>Pengiklanan yang dibuat hendaklah tidak melanggar prinsip dan undang-undang syariah dan tidak boleh menggambarkan elemen yang tidak senonoh mengikut undang-undang syariah</i>					

19	Premise location is suitable and located from risk of contamination <i>Lokasi premis adalah sesuai dan berada di luar kawasan yang mempunyai risiko pencemaran</i>				
20	Food and ingredient shall not be processed using any component or product of animal that are not-halal <i>Makanan dan bahan yang di proses tidak menggunakan komponen dan produk yang berunsurkan haiwan yang tidak halal</i>				
21	Food shall not be processed using anything in any quantity that is decreed as najis by Syariah law <i>Makanan tidak boleh di proses menggunakan bahan yang ditetapkan sebagai najis oleh Undang-Undang Syariah</i>				
22	Processed food or its ingredient shall be safe for consumption, non-poisonous, non-intoxicating or non-hazardous to health <i>Makanan yang di proses hendaklah selamat untuk digunakan, tidak beracun, nyahtoksik, dan tidak berbahaya kepada kesihatan</i>				
23	All halal food that are stored, displayed, sold and served shall be categories and labelled halal <i>Semua makanan halal yang disimpan, dipaparkan, dijual dan disediakan seharusnya di kategorikan dan dilabel halal</i>				
24	The transportation vehicle shall be clean and separated from non halal product <i>Kenderaan pengangkutan seharusnya bersih dan berasingan daripada produk yang tidak halal</i>				
25	We using all the equipment to prepare, processed or manufactured are free from contamination <i>Kami menggunakan peralatan yang sesuai dan bebas dari pencemaran dalam penyediaan, pemprosesan dan penghasilan makanan.</i>				
26	Product based on non-Halal shall be stored in dedicated place <i>Produk yang tidak halal hendaklah disimpan berasingan</i>				
27	Transportation vehicle such as truck shall dedicated and appropriate to the halal food, hygiene and sanitation condition <i>Kenderaan pengangkutan seperti trak hendaklah didedikasikan dan</i>				

	<i>sesuai dengan keadaan makanan, kebersihan dan sanitasi halal</i>					
28	We conducted pest control properly <i>Kami melaksanakan mengawalan serangga dengan baik</i>					

Please tick (/) your answer according to the following scale based on the internal processes of your company's organization:

Sila tandakan (/) pada jawapan anda mengikut skala berikut berdasarkan proses dalaman organisasi syarikat anda:

1	2	3	4	5
Sangat Tidak Setuju/ Strongly Disagree	Tidak Setuju/ Disagree	Neutral/ Neutral	Setuju/ Agree	Strongly Agree/ Sangat Setuju

No	Statement / Kenyataan	1	2	3	4	5
1	We kept all the documentation for applying halal certification <i>Kami menyimpan kesemua dokumentasi untuk permohonan persijilan halal</i>					
2	We created a special file for the application of halal certification <i>Kami mewujudkan sebuah fail khas untuk permohonan persijilan halal</i>					
3	All the files and records should in line with what stated in the online application <i>Fail rekod dan penyimpanan mestilah selari dengan rekod permohonan atas talian</i>					
4	We follow the list and Halal control point parameter <i>Kami mengikut senarai dan parameter titik kawalan halal</i>					
5	All critical ingredient have their own certification of analysis (COA) / product specification <i>Semua ramuan penting mempunyai sijil analisis tersendiri/ spesifikasi produk</i>					

Please circle the answer that indicates the halal assurance practices which is conducted in your organization
 Sila bulatkan jawapan yang menunjukkan amalan jaminan halal yang dijalankan dalam organisasi anda

1	2	3	4	5
Sangat Tidak Setuju/ Strongly Disagree	Tidak Setuju/ Disagree	Neutral/ Neutral	Setuju/ Agree	Strongly Agree/ Sangat Setuju

No	Statement / Kenyataan	1	2	3	4	5
1	Internal halal control is done by the organization to maintain halal assurance starting from receiving raw material until end product <i>Audit dalaman berkaitan halal yang dilakukan oleh organisasi adalah bertujuan untuk mengekalkan jaminan halal bermula daripada proses penerimaan bahan mentah sehingga produk akhir</i>					
2	The use of method or procedure in addition to those used in monitoring to determine if the halal assurance system is in compliance <i>Penggunaan kaedah atau prosedur tambahan yang digunakan dalam sistem pemantauan adalah untuk menentukan sama ada sistem jaminan halal yang digunakan adalah dipatuhi</i>					
3	We establish a product recall procedure if we identify any of non-compliance process in our production <i>Kami menubuhkan prosedur penarikan balik produk jika kami mengenal pasti mana-mana proses ketidakpatuhan dalam pengeluaran kami</i>					
4	Any non-conformance that occurs during the processing of food requires corrective and preventive actions to meet halal assurance. <i>Apa-apa ketidakpatuhan yang berlaku semasa pemprosesan makanan memerlukan tindakan pembedahan dan pencegahan untuk mematuhi jaminan halal</i>					

5	Any actions or activities that threaten the halal shall be controlled <i>Apa-apa tindakan atau aktiviti yang mengancam halal hendaklah dikawal</i>					
6	The ability to verify history, location or application of an item by means of documented recorded identification <i>Keupayaan untuk mengesahkan sejarah, lokasi atau permohonan sesuatu perkara hendaklah dicatatkan dan didokumentasikan</i>					

Please tick (/) your answer according to the following scale based on the human resource capability of your company's organization:

Sila tandakan (/) pada jawapan anda mengikut skala berikut berdasarkan keupayaan tenaga manusia dalam organisasi syarikat anda:

1	2	3	4	5
Sangat Tidak Setuju / Strongly Disagree	Tidak Setuju/ Disagree	Neutral/ Neutral	Setuju/ Agree	Sangat Setuju/ Strongly Agree

No	Statement / Kenyataan	1	2	3	4	5
1	The employees have adequate training in halal food production <i>Pekerja mempunyai latihan yang mencukupi dalam pengeluaran makanan halal</i>					
2	The employees understand the procedures of handling halal food <i>Pekerja memahami prosedur pengendalian makanan halal</i>					
3	The employees handle halal food according to the Islamic principle <i>Pekerja mengendalikan makanan halal mengikut prinsip Islam</i>					
4	The employees are competent in carry out the responsibilities <i>Para pekerja adalah berwibawa dalam melaksanakan tanggungjawabnya</i>					
5	The internal audit committee is established <i>Jawatan audit dalaman ditubuhkan</i>					

SECTION C: RELIGIOSITY
SEKSYEN C : KEAGAMAAN

The following question are design to measure religiosity. Please (/) your answer according to your respective religion.

Soalan berikut dibentuk untuk mengukur keagamaan. Sila tandakan (/) pada ruang jawapan mengikut agama anda

1	2	3	4	5
Strongly Disagree/Sangat Tidak Setuju	Disagree / Tidak Setuju	Neutral / Neutral	Agree / Setuju	Strongly Agree/Sangat Setuju

No	Statement / Kenyataan	1	2	3	4	5
1	I believe in God <i>Saya percaya Tuhan</i>					
2	I carefully avoid shameful acts <i>Saya berusaha mengelak perbuatan yang memalukan</i>					
3	I always perform my duty as a servant <i>Saya selalu menjalankan peranan sebagai penganut agama</i>					
4	It is important for me to follow God Commandments conscientiously <i>Menurut perintah Tuhan secara berterusan adalah sangat penting untuk saya</i>					
5	Religious belief influence all my dealing with everyone <i>Kepercayaan agama mempengaruhi cara saya untuk berunding dengan orang ramai</i>					
6	Religion is important to me, because it answers many questions about the meaning of my life <i>Kepercayaan agama penting untuk saya kerana ia membawa makna sebenar dalam diri saya</i>					
7	Religion is important to me, because it teaches me how to deal with life events <i>Agama penting untuk saya sebab ia mengajar saya untuk meneruskan kehidupan saya</i>					
8	I try to place my religion into practice for dealing with life challenges <i>Saya cuba untuk meletakkan agama saya sebagai satu latihan</i>					

	<i>untuk menangani cabaran kehidupan</i>					
9	Religion is important to me, because it teaches me how to help others <i>Agama sangat penting kepada saya kerana mengajar saya untuk membantu orang lain</i>					
10	If any bad thing happens to me, I believe it is a test from God to examine me in my life <i>Sekiranya sesuatu yang buruk berlaku kepada saya, saya percaya ia merupakan ujian Tuhan buat saya</i>					
11	When something bad happens I pray to God to give me guidance and peace of mind <i>Apabila sesuatu perkara yang buruk terjadi kepada saya, saya memohon kepada Tuhan agar diberikan petunjuk dan ketenangan minda</i>					
12	While making a serious decision in my life, "asking what is best and proper from God" <i>Semasa membuat keputusan yang penting dalam hidup saya, saya memohon pada Tuhan apa yang terbaik bagi saya</i>					

SECTION D: DEMOGRAPHIC INFORMATION

SEKSYEN D: MAKLUMAT DEMOKRAFI

1. What is your position in the company/ *Apakah jawatan anda dalam syarikat?*

- ☐ Owner / *Pemilik*
- ☐ Senior Manager/ *Pengurus Urusan*
- ☐ Chief executive officer/ *Ketua pegawai operasi*
- ☐ Manager / *Pengurus*
- ☐ Executive/ *Eksekutif*
- ☐ Others: State (*Lain-lain, Nyatakan*) _____

2. What department are you attached to / *Nyatakan jabatan yang anda bekerja*

- ☐ Human Resource/ *Sumber Manusia*
- ☐ Marketing/ *Pemasaran*
- ☐ Planning & Development/ *Perancang & Pembangunan*
- ☐ Operation/ *Operasi*
- ☐ Others: State (*Lain-lain* , *Nyatakan*) _____

3. Annual Sales Turnover/ *Jualan tahunan*

- ☐ Less RM100,000/ *Kurang dari RM100,000*
- ☐ RM101,000- RM500,000
- ☐ RM501–RM1 million
- ☐ More than RM1 million/ *Lebih dari RM1 Juta*

4. Number of employee/ *Bilangan pekerja*

- ☐ Less than 50/ *Kurang dari 50*
- ☐ 51–100
- ☐ More than 101/ *Lebih dari 101*

5. Type of company/ *Jenis perniagaan*

- ☐ Multinational Company (MNC)/ *Syarikat Multinasional*
- ☐ Joint Venture/ *Usahasama*
- ☐ Locally Owned/ *Pemilikan Tunggal*

6. Company size/ *Saiz syarikat*

- ☐ Small / *Kecil* ☐ Medium / *Sederhana*
- ☐ Large / *Besar*

7. Type of business / *Jenis perniagaan*

- ☐ Bakery / *Kedai roti*
- ☐ Snack / *Snek*
- ☐ Healthy Food / *Makanana kesihatan*
- ☐ Frozen Food / *Makanan sejuk beku*
- ☐ Beverages / *Minuman*
- ☐ Canned Food / *Makanan dalam tin*
- ☐ Others: State (*Lain-lain, nyatakan*) _____

8. How long halal certification have been obtain in your company?/ *Sudah berapa lama syarikat anda perolehi persijilan halal?*

- ☐ None / *Tiada*
- ☐ 1- 3 years / *1-3 tahun*
- ☐ 4 years / *4 tahun*
- ☐ More than 5 years / *Lebih dari 5 tahun*

9. Religion / *Agama*

- ☐ Buddha / *Budha*
- ☐ Hindu / *Hindu*
- ☐ Islam / *Muslim*
- ☐ Christian/ *Kristian*
- ☐ Others, stated (*Lain- lain, nyatakan*): _____

10. Higher level of education / *Tahap pendidikan tertinggi*

- ☐ Primary School / *Sekolah Rendah*
- ☐ Secondary School / *Sekolah Menengah*
- ☐ Diploma / *Diploma*
- ☐ Degree / *Sarjana Muda*
- ☐ Master Degree / *Sarjana*
- ☐ PhD/ *PhD*

THE END

-THANK YOU VERY MUCH FOR COMPLETING THIS SURVEY-

SOALAN TAMAT

- TERIMA KASIH SUDI MENJAWAB SOALAN INI -



Appendix B

Result for Factor loading using PLS-SEM

	OPF	OPNF	PACKAGING	HANDLING	TRANSPORT	HYGIENE	HPRO	STORAGE	IP	HAS	HRC	REL INTRA	REL INTER
A1OPF1	0.900	0.726	0.262	0.292	0.369	0.285	0.397	0.383	0.357	0.480	0.290	0.294	0.332
A2OPF2	0.896	0.743	0.327	0.372	0.367	0.305	0.496	0.418	0.359	0.443	0.324	0.273	0.272
A3OPF3	0.752	0.539	0.230	0.295	0.296	0.282	0.344	0.369	0.304	0.452	0.445	0.216	0.259
A4OPF4	0.864	0.616	0.205	0.265	0.384	0.336	0.291	0.337	0.221	0.402	0.313	0.256	0.283
A5OPNF1	0.646	0.788	0.384	0.346	0.347	0.325	0.490	0.376	0.376	0.439	0.277	0.419	0.352
A8OPNF4	0.636	0.796	0.439	0.477	0.488	0.452	0.511	0.488	0.464	0.523	0.524	0.348	0.317
A9OPNF5	0.629	0.824	0.475	0.463	0.498	0.427	0.604	0.384	0.527	0.480	0.424	0.306	0.283
A10OPNF6	0.640	0.882	0.407	0.466	0.465	0.349	0.578	0.462	0.425	0.452	0.420	0.380	0.447
A12OPNF8	0.692	0.890	0.424	0.385	0.447	0.365	0.546	0.398	0.495	0.511	0.427	0.391	0.448
A13OPNF9	0.684	0.891	0.385	0.402	0.471	0.363	0.548	0.458	0.407	0.443	0.422	0.298	0.301
B10PACK1	0.321	0.553	0.851	0.668	0.708	0.678	0.735	0.516	0.692	0.570	0.586	0.428	0.366
B11PACK2	0.151	0.294	0.858	0.586	0.519	0.595	0.590	0.679	0.560	0.475	0.295	0.510	0.379
B13PACK3	0.189	0.328	0.821	0.548	0.595	0.625	0.508	0.719	0.558	0.490	0.290	0.561	0.426
B14PACK4	0.151	0.287	0.824	0.546	0.557	0.588	0.511	0.563	0.564	0.531	0.343	0.506	0.382
B15PACK5	0.340	0.516	0.891	0.797	0.764	0.784	0.757	0.594	0.801	0.644	0.649	0.555	0.446
B16PACK6	0.350	0.502	0.864	0.840	0.815	0.839	0.700	0.573	0.755	0.688	0.531	0.491	0.417
B17HAND2	0.300	0.454	0.740	0.912	0.763	0.712	0.722	0.601	0.594	0.622	0.435	0.400	0.364
B23HAND3	0.355	0.455	0.698	0.910	0.747	0.793	0.623	0.714	0.706	0.733	0.580	0.488	0.345